

create good paying jobs for America's working families and enhance our quality of life.

Thank you.

A. BIOGRAPHICAL INFORMATION

1. Name (Include any former names or nicknames used): Elaine L. Chao.
2. Position to which nominated: Secretary of Transportation.
3. Date of Nomination: January 20, 2017 (expected).
4. Address (List current place of residence and office addresses):
Residence: Information not released to the public.
Office: Hudson Institute, 1201 Pennsylvania Avenue, NW, Washington, D.C. 20004.
5. Date and Place of Birth: March 26, 1953; Taipei, Taiwan.
6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).
Spouse: Mitch McConnell, United States Senator; Stepdaughters: Eleanor Hayes McConnell, 44; Claire McConnell, 41; Marion Porter McConnell, 38.
7. List all college and graduate degrees. Provide year and school attended.
Harvard Business School, MBA, 1979
Mount Holyoke College, BA, 1975
8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.
Distinguished Fellow, The Hudson Institute; 2016 to present.
Distinguished Fellow, The Heritage Foundation; 2009–2016 and 1996–2001.
Secretary of Labor, 2001–2009.
President and CEO, United Way of America; 1992–1996.
President and CEO, U.S. Peace Corps; 1991–1992.
Deputy Secretary of Transportation, 1989–1991.
Chairman, Federal Maritime Commission; 1988–1989.
Deputy Administrator, Federal Maritime Commission, 1986–1988.
Vice President, Bank of America; 1984–1986.
White House Fellow, Office of Policy Development, 1983–1984.
Citibank, 1979–1983.
Foremost Group, 1975–1977.

*All the above positions are management jobs with the exceptions of the Distinguished Fellowships.

9. Attach a copy of your resume.
A copy is attached.
10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last ten years. None.
11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution within the last ten years.

Board Service

07/22/2015	12/31/2015	Centerra Group, LLC 7121 Fairway Drive, Suite 301 Palm Beach Gardens, FL 33418	Advisory Board Member
06/04/2015	Present	Ingersoll Rand 170/175 Lakeview Drive Swords, Co. Dublin	Director
02/13/2015	Present	Vulcan Material Company 1200 Urban Center Drive Birmingham, AL 35242	Director

Board Service—Continued

10/16/2012	Present	News Corp 1211 Avenue of the Americas New York, NY 10036	Director
04/05/2012	02/19/2015	Bloomberg Philanthropy 25 E 78th St. New York, NY 10075	Advisory Board Member
06/2012	Present	New York Presbyterian Hospital 525 East 68th Street New York NY 10065	Honorary Board Member
06/28/2011	Present	Wells Fargo 420 Montgomery Street San Francisco, CA 94104	Director
06/29/2011	02/01/2015	Protective Life Corporation 2801 Hwy 280 South Birmingham, AL 35223	Director
2011	Present	Harvard Business School Board of Dean's Advisor Soldiers Field Boston, MA 02163	Advisory Board Member
2010	Present	Federalist Society 1776 I St NW #300, Washington, D.C. 20006	Advisory Board Member
2010	Present	Ford's Theater 511 10th St NW Washington, D.C. 20004	Advisory Board Member
2010	Present	Harvard Business School Board of Global Advisors Soldiers Field Boston, MA 02163	Advisory Board Member
2010	06/2013	National WWII Museum 945 Magazine Street New Orleans, LA 70130	Advisory Board Member
10/23/2009	11/01/2013	Dole Food Company One Dole Plaza West Village, CA 91359-5700	Director
2003	Present	Institute of Politics, Harvard University 79 John F. Kennedy St. Cambridge, MA 02138	Advisory Board Member
2003	2009	Harvard Business School Board of Dean's Advisor Soldiers Field Boston, MA 02163	Advisory Board Member

12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religious organization, private club, or other membership organization. Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or handicap.

Alfalfa Club—Member

American Action Forum (AFF)—Advisory Board Member

Asia Pacific Foundation of Canada: John H. McArthur Distinguished Fellowship—Honorary Advisory Board Member

Council on Foreign Relations—Member

Federalist Society—Advisory Board Member

Ford's Theatre—Advisory Board Member

International Leadership Foundation (ILF)—Honorary Co-Chair

International Club Number One (IC1)—Member

National Ethnic Coalition of Organizations (NECO)—Honorary Advisory Board Member

Republican Women's Federation Forum (RWFF)—Member

Ruth Mulan Chu Chao Foundation—Volunteer Chair (2013–2015)

Trump's Asian Pacific American Advisory Council

Trust for the National Mall—Advisory Council

U.S. Senate Spouses—Member

United Seamen Service (USS): Council of Trustees—Honorary Member

Walt Disney Family Museum—Honorary/Advisory

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt. No.

14. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$500 or more for the past ten years. Also list all offices you have held with, and services rendered to, a state or national political party or election committee during the same period.

Political Contributions—Federal

Contributions to All Other Political Committees Except Joint Fundraising Committees

Contributor Name	City	Committee	Office	Service	Date	Amount	Committee Name
Chao, Elaine	Louisville KY	40201		McConnell Victory	6/30/2013	12500	13941128347
Chao, Elaine	Louisville KY	40205	Distinguished Fellow	Heritage Foundation	10/25/2012	10000	12940896930
Chao, Elaine	Louisville KY	40205	Heritage Foundation	Distinguished Fellow	6/30/2013	10000	13941302781
Chao, Elaine	Louisville KY	40205	Heritage Foundation	Executive	5/23/2012	2500	12020463429
Chao, Elaine	Louisville KY	40205	Heritage Foundation	Executive	5/23/2012	2500	12020463527
Chao, Elaine	Louisville KY	40205	U.S. Government	Secretary of Labor	7/1/2008	10000	28932511164
Chao, Elaine	Louisville KY	40205	Heritage Foundation	Distinguished Fellow	4/29/2014	10000	14941236572
Chao, Elaine	Louisville KY	40205	U.S. Government	Secretary of Labor	12/27/2007	10000	28990628719
Chao, Elaine L. Ms.	Louisville KY	40205	U.S. Government	Secretary of Labor	10/26/2006	25000	27990094749
Chao, Elaine L.	Washington DC	20002	The Heritage Foundation	Distinguished Fellow	8/18/2011	425	12950197799
Chao, Elaine L.	Washington DC	20002	The Heritage Foundation	Distinguished Fellow	11/17/2011	425	12960200181
Chao, Elaine L.	Washington DC	20002	The Heritage Foundation	Distinguished Fellow	2/17/2012	425	12970842028
Chao, Elaine L.	Washington DC	20002	The Heritage Foundation	Distinguished Fellow	5/15/2012	425	12952246547
Chao, Elaine L.	Washington DC	20002	The Heritage Foundation	Distinguished Fellow	8/15/2012	425	12954296871
Chao, Elaine L.	Washington DC	20002	The Heritage Foundation	Distinguished Fellow	11/20/2012	425	12940782898
Chao, Elaine L.	Washington DC	20002	The Heritage Foundation	Distinguished Fellow	2/15/2013	425	13961244319
Chao, Elaine L.	Washington DC	20002	The Heritage Foundation	Distinguished Fellow	5/17/2013	425	13963180662
Chao, Elaine L.	Washington DC	20002	The Heritage Foundation	Distinguished Fellow	11/20/2013	425	14951887637
Chao, Elaine L.	Washington DC	20002	The Heritage Foundation	Distinguished Fellow	2/15/2014	425	14960571121
Chao, Elaine L.	Washington DC	20002	The Heritage Foundation	Distinguished Fellow	5/15/2014	425	14941726077
Chao, Elaine L.	Washington DC	20002	The Heritage Foundation	Distinguished Fellow	8/15/2014	425	14978394881
Chao, Elaine L.	Washington DC	20002	The Heritage Foundation	Distinguished Fellow	11/15/2014	425	14952676019
Chao, Elaine L. Ms.	Washington DC	20002	The Heritage Foundation	Labor Secretary	4/23/2012	2500	14942416889
Joint Fundraising Contributions							
These are contributions to committees who are raising funds to be distributed to other committees.							
Chao, Elaine	Louisville KY	40201	Heritage Foundation	Executive	6/26/2013	12500	13941128330
Chao, Elaine L. Hon.	Washington DC	20013	Heritage Foundation	Distinguished Fellow	12/11/2013	5290	14960659449
Chao, Elaine L.	Louisville KY	40202	Self-Employed	Public Speaker	7/27/2012	1000	13941694430

Political Contributions—Federal—Continued

Recipient of Joint Fundraiser Contributions
These are the Final Recipients of Joint Fundraising Contributions

Contributor Name							
Chao, Elaine L.	Washington DC	20013	Heritage Foundation	Distinguished Fellow	Paul, Rand via Rand Paul for US Senate 2016	12/31/2013	260014020323733
Chao, Elaine L.	Washington DC	20013	Heritage Foundation	Distinguished Fellow	Paul, Rand via Rand Paul for US Senate 2016	12/31/2013	260014020323680
Chao, Elaine L. Hon.	Washington DC	20013	Heritage Foundation	Distinguished Fellow	Paul, Rand via Rand Paul for US Senate 2016	12/11/2013	260014021051514
Chao, Elaine L. Hon.	Washington DC	20013	Heritage Foundation	Distinguished Fellow	Paul, Rand via Rand Paul for US Senate 2016	12/11/2013	260014021051481
Chao, Elaine L.	Louisville KY	40202	Self-Employed	Public Speaker	Romney, Mitt / Paul D. Ryan via Romney for President, Inc.	7/27/2012	100013942788103

Political Contributions—State

CHAO, ELAINE
Employer: HERITAGE FUND
Occupation: FELLOW

INDIVIDUAL Contribution
\$1,000.00 on 02/28/2014
MCLAUGHLIN, SANDRA for
DISTRICT COURT JUDGE—30TH DISTRICT—3RD DIVISION
PRIMARY—05/20/2014

15. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

Inventory of Awards and Recognitions

Year	Description of Award/Recognition
1979	10 Outstanding Young Women of American
1984	Mount Holyoke College Alumnae Award Mary Lyon Award for Young Achievement Award
1986	County of Los Angeles Notional Council of Women's Young Achievers Award
1986	Organization of Chinese Americans Champion of Excellence Award
1986	Taiwan Benevolent Association of America & Taiwan Welfare Association of New York Outstanding Achievement Award for higher ranking Chinese-American in U.S. Government
1987	Federal Asian Pacific American Council (FAPAC) Exemplary Leadership Award
1987	City of New Orleans International Order of Merit
1988	National Republican Asian Assembly Award for Service to Asian American Republicans & GOP
1988	Chinese-American Association of Southern California Outstanding Achievement Award
1989	Asian Americans in Public Service Excellence 2000 Award
1989	Federal Maritime Commission Exceptional Service
1990	HBS Recognition for Service to HBS Alumni Council 1987–1990
1990	City of Anaheim, CA recognition for Outstanding Leadership as Deputy Secretary of Transportation
1990	Texas Governor Bill Clements Outstanding Achievement Award and Citation as Honorary Citizen of Texas
1990	Garland, Texas Mayor Ruth Nicholson Recognition as Honorary Citizen of Garland, TX
1991	U.S. Department of Transportation Federal Railroad Administration award for Support of the Federal Railroad Administration
1991	U.S. Department of Transportation Asian Pacific American Employees Council Outstanding Service Award
1991	City of Los Angeles Outstanding Person Achievements Award as Deputy Secretary of Transportation
1991	St. John's University Honorary Citation—Doctor of Laws
1991	U.S. Coast Guard Award for Distinguished Service
1992	National Republican Asian Americans Pride of Asian Americans Award
1992	City of Louisa, KY Recognition as Honorary Citizen
1992	City of Louisville, KY Recognition as Honorary Citizen
1992	Jefferson County, KY Recognition as Honorary Citizen

Inventory of Awards and Recognitions—Continued

Year	Description of Award/Recognition
1993	National Conference for College Women Student Leaders Women of Distinction Award
1993	Governor Brereton C. Jones of KY Kentucky Colonel Award
1993	California State Legislative Assembly Recognition for Leadership as President of United Way
1993	City of Los Angeles Mayor and City Council President and Members Recognition for Outstanding Service to the Community and Appointment as United Way President and Chief Executive Officer
1993	Harvard Business School Alumni Achievement Award
1993	City of Russell, KY Recognition as Honorary Citizen
1994	Valley of the Sun and Mesa United Way Phoenix, Arizona Award for Leadership of United Way
1995	City of New Orleans Recognition as Honorary Citizen
1995	Selection by Newsweek Magazine for Overclass 100 in Politics and Government
1995	United Way of Beaver County, OR Recognition for Outstanding and Professional Leadership
1996	National Peace Corps Association Appreciation Recognition for Inspiration and Leadership
1997	The Jefferson Awards Silver Anniversary Recognition for Service on Board of Selector
1998	National Association of Securities Dealers Recognition Outstanding Service as Member of Board of Governors
1998	China Foundation of the United States Recognition Outstanding Leadership
1998	Organization of Chinese American Women, Organization of Chinese Americans—Greater Washington D.C. Chapter Recognition for Outstanding Achievements in Public Service
1999	City of Birmingham, AL Mayor Recognition Leadership/Celebration of Birmingham-Southern College Gala
1999	Community Hospice Recognition for Support of Hospice
2000	Kenai River Classic, AK Recognition to Promote Habitat & Resource Conservation, Kenai River, AK
2001	U.S. Senator Diane Feinstein (CA) Recognition for Commitment
2001	City of Chicago, IL Recognition for Achievement
2001	Asian Pacific American Municipal Offices Leadership Award
2001	City & County of San Francisco, CA Board of Supervisors Commendation of Service
2001	U.S. Pacific Asian American CC Award for Excellence in Govt Service
2001	Chinese American Society, Rockville, MD Recognition for Outstanding Support of Leadership Program
2001	U.S. Department of Labor—Annual National Equal Opportunity Conference Recognition for Commitment to Adults and Youth with Disabilities
2001	United Mine Workers Recognition for Leadership of Mine Safety and Health Administration (MSHA)
2001	United Chinese Community/State of California Resolution # 2501 Recognition for Personal and Public Achievement; United Chinese Community Celebration
2001	Asian American Federation of California Recognition for Great Talent
2001	City of Los Angeles, CA Recognition for Leadership
2001	May Society (Asian American PAC) Appreciation Recognition
2001	Westminster, CA Mayor Margie Rice Recognition as First Asian-American Woman in the U.S. Cabinet
2001	Jobs for America's Graduates Government Leader Award
2002	Boys and Girls Club of Greater Washington, D.C. Congressional Dinner Honoree
2002	Women In Government Relations Award for Most Women Appointed in Department
2002	Asian American Postal Employees Association Distinguished Asian American Award
2002	Hispanic Association of Colleges and Universities (HACU) Certificate of Appreciation
2002	KY—Henderson County Chamber of Commerce Distinguished Citizen Award
2002	Federal Asian Pacific American Council (FAPAC) Recognition for Leadership as Member of Asian American Community
2002	Fraternal Order of Police of NY Recognition in Appreciation for Promoting FOP Ideals
2002	U.S. Chinese Bankers Alliance Recognition in Appreciation of Hospitality

Inventory of Awards and Recognitions—Continued

Year	Description of Award/Recognition
2002	U.S. Pan Asian American Chamber of Commerce, Southwest Region Recognition in Appreciation for Inspiration and Leadership
2002	Philadelphia Dragon Boat Association, U.S. National Champions, 2002 Team USA Recognition for Support of Philadelphia Chinatown Community
2002	Pan Asian Association of Greater Philadelphia Recognition for Service to Americans
2002	Asian Pacific American Community of Greater Philadelphia Appreciation for Dedicated Service
2002	Chinese Consolidated Benevolent Association, Council of Presidents Appreciation for Service to Chinese Community
2002	Fort Smith, AR Recognition as Honorary Citizen
2002	Court TV Women Superstars Award at 3rd Annual Award Breakfast
2002	National Association of Hispanic Federal Executives Recognition for Leadership Supporting Diversity in Federal Workforce
2002	Syosset High School NY Award for Alumni Distinction
2002	Nassau County NY Legislature Citation Syosset Alumni Award
2003	Vision New America, Inc. Award for Excellence in Leadership
2003	International Leadership Foundation (ILF) Lifetime Achievement Award
2003	Center for Women's Business Research Leading by Example Award
2003	Women's National Republican Club Special Recognition Award
2003	Asian American Federation of California 2003 Public Service Award
2003	U.S. Department of Labor—2003 Mine Rescue First-Aid Bench and Preshift Contest Award (Louisville, KY)
2003	MANA, A National Latina Organization HerMANA Award
2003	Korean Churches for Community Development Award for Service to America and the Asian American Community
2003	Sergeants' Benevolent Association of New York City Police Department Sergeants' Benevolent Award
2004	Fraternal Order of Police President's Award
2004	Institute for Corean-American Studies Liberty Foundation (ICAS) 2003 Liberty Award
2004	Women's Business Enterprise National Council Applause Award
2004	Chinese-American Chamber of Commerce of New Jersey Honor of Distinction Award
2004	National Association of Asian American Professionals Award for Support of Asian American Community and Commitment to Public Service
2004	Asian Pacific American Institute for Congressional Studies (APAICS) Recognition of Political Milestone, "Decade of Firsts"
2004	Women's Business Center 2004 Public Sector Entrepreneurial Visionary Award
2004	U.S. Chinese Bankers Alliance Recognition for Generous Support
2004	Pittsburgh Lifesciences Greenhouse Recognition for Commitment to Ensuring Opportunities to Better Prepare U.S. Workers
2004	Seaman's Church Institute of New York and New Jersey Silver Bell Award for Service to the Maritime Community
2004	Cultural Development Center/Plainview Chinese School of Long Island, NY American Dream Award
2004	Thurgood Marshall Scholarship Fund Recognition for Commitment to Adults and Youth with Disabilities, Community Leadership
2004	Sergeants' Benevolent Association of New York City Police Department Heroism Award
2004	American Society for Competitiveness Award for Promotion of Global Competitiveness
2004	Chinese American Citizens Alliance, Houston, TX Lodge Recognition for Dedication to Public Service
2004	Allies Building Community, Inc. & The Chinatown Steering Committee Public Service Award
2004	Small Business & Entrepreneurship Council (SBE) Small Business Advocate of the Month Award
2005	Independent Women's Forum Woman of Valor Award

Inventory of Awards and Recognitions—Continued

Year	Description of Award/Recognition
2005	National Ethical Coalition of Organizations Foundation, Inc. (NECO) 2005 Ellis Island Medal of Honor
2005	Pitney Bowes Honor for Commitment
2005	XXI Magazine 2004 Communicator Award
2005	Richard G. Lugar Excellence in Public Service Series (Lugar Series) Excellence in Public Service Award
2005	Asian American Pacific Islander Inaugural Ball Committee Recognition for Dedicated Service to Asian Americans
2005	League of United Latin American Citizens (LULAC) Outstanding Leadership Award
2005	Alabama State Senate Recognitions for Contributions as Secretary of Labor
2005	Fraternal Order of Police Exemplary Service Award
2005	Sing Tao Daily Pioneer Award at 40th Anniversary Gala
2005	Fukienese American Unity Association Inc. Recognition for Service to Chinese Community
2005	Korean Community Service Center of Greater Washington Recognition for Commitment to the KCSC & Asian American Community
2005	U.S. President George W. Bush Presidential Quality Award for Management Excellence
2005	Asian Job Service Employer Committee Pinnacle Award for Outstanding Leadership
2006	Recognition on Washingtonian Magazine's The List of the Top 100 Most Powerful Women
2006	City of Baton Rouge, LA Mayor Melvin "Kip" Holden Recognition as Honorary Mayor
2006	City of Baton Rouge, LA Recognition as Honorary Citizen & Designation of "Elaine L. Chao Day"
2006	KY—Organization of Chinese Americans, KY Chapter & Asian Pacific American Community of Greater KY Pioneer Award
2006	Houston Asian Chamber of Commerce Distinguished Achievement Award at 11th Annual Gala
2006	National Association of Hispanic Publications & Foundation Outstanding Leadership Award
2006	The American Legion Recognition in Appreciation of Service
2006	Clare Boothe Luce Policy Institute Conservative Leadership Award
2006	LULAC National Convention Recognition of Achievement as Secretary of Labor
2006	LULAC National Convention President's Citation Award
2006	U.S. Department of Commerce Ronald H. Brown Leadership Award
2006	Chinese American Academic and Professional Society Outstanding Public Service Award
2006	Chen Kung University Alumni Association of Greater New York 2006 Distinguished Special Achievement Award
2006	KY—Henry Clay Society Distinguished Service Award
2006	National Urban League National Public Service Award
2007	League of United Latin American Citizens (LULAC) National Legislative Award at 10th Annual Awards Gala
2007	National Association of Hispanic Publications Recognition of Commitment to Latinas
2007	Asian Pacific American Institute for Congressional Studies (APAICS) Distinguished Lifetime Achievement
2007	U.S.-Mexico Chamber of Commerce Good Neighbor Award
2007	Society of Asian Federal Officers 2007 Person of the Year Award
2007	Fraternal Order of Police (FOP) President's Award
2007	International Mine Rescue Conference Recognition for Leadership in Support of U.S. Mine Rescue Teams
2007	Paralyzed Veterans of America Recognition for Public Service
2007	Assoc. of Chinese Scientists & Engineers Recognition for Outstanding Service
2008	Latina Style Image of Ana Maria Arias (founder of the magazine) Recognition for Exceptional Contribution to the success of the Latina Style 50

Inventory of Awards and Recognitions—Continued

Year	Description of Award/Recognition
2008	Chinese Consolidated Benevolent Association, Council of Presidents Outstanding Leader Award
2008	Cuban American Federation Leadership Award
2008	U.S. Department of Homeland Security, Citizenship & Immigration Services American by Choice Award
2008	Asian American Hotel Owners Association Leadership Award
2008	Phoenix Satellite Television Personality of the Year Award
2008	Asian American Government Executives Network (AAGEN) Excellence in Public Service Inaugural Award
2008	Lung Kong Tin Yee Association of Phoenix, AZ Recognition as Secretary of Labor
2008	Who's Who in Asian America 2008 Legacy Award
2008	City of Westminster, CA Recognition as Honorary Citizen
2008	National Asian Peace Officers Association 2008 National Public Servant Recognition Award
2008	KY—City of Paducah, KY Recognition as Duchess of Paducah
2008	Council on Competitiveness Recognition for Contributions to American Competitiveness
2008	U.S. Asia Institute Recognition of Distinguished Public Service in building U.S. Asia Relations; Given at U.S. Asia Institute 30th Anniversary Gala
N/A	Chinese Language Plaque (Texas)
N/A	KY—University of Louisville Alumni Association Recognition as Adopted Alumni
N/A	Vietnamese Fishermen Association of America Recognition for Support of H.R. 4009
N/A	U.S. Department of Labor Voluntary Protection Plan Recognition for Support of DOL Voluntary Protection Plan (VPP)
N/A	RightNOW Star Award for Inspiration to Women
N/A	KY—City of Middlesboro, KY Recognition as Honorary Citizen
N/A	KY—Henderson, KY Mayor Recognition as Honorary Citizen
N/A	League of Korean Americans—USA Woman of the Year Award
N/A	PACE Union Local 5-550—Paducah, KY Recognition of Leadership in Department of Labor's Implementation of the Energy Employees Occupational Illness Compensation Program Act of 2000
2010	KY Society of Washington 2010 Henry Clay Distinguished Kentuckian Award
2010	KY Federation of Rep. Women to ELC Lifetime Achievement Award
2010	Museum of Chinese in America Heritage and Family Award to honor Dr. James S. C. Chao and Mrs. Ruth Mulan Chu Chao
2011	Woodrow Wilson Center Woodrow Wilson Award for Public Service
2014	National Dropout Prevention Network Crystal Star Award for Lifetime Achievement for National Impact
2015	Georgetown University Honorary Degree from McDonough School of Business
2015	U.S. China Policy Foundation Award—Outstanding Achievement Award in Public Service
2016	National Taiwan Ocean University Honorary Degree, Doctor of Law

16. Please list each book, article, column, or publication you have authored, individually or with others. Also list any speeches that you have given on topics relevant to the position for which you have been nominated. Do not attach copies of these publications unless otherwise instructed.

Articles and Op-Eds

"A Return to Prosperity is Light Years Away if We Follow Obama's Road Map"
Gazette Xtra; September 7, 2009

"Anti-Trade Agenda a Real Economy Killer"
The Heritage Foundation; April 10, 2009

Embracing her old Kentucky home
Politico
November 7, 2013

Procrastination no longer an option
The Hill
December 5, 2012

Concentrate on Needs of Employers
The New York Times
November 8, 2012

Winter of recovery not likely with current policies, inaction on taxes
The Heritage Foundation
July 11, 2012

Government and Industry Must Invest
The New York Times
July 9, 2012

Demand More than "New Normal" (co-authored with Douglas Holtz-Eakin)
National Review
May 3, 2012

Our Best Diplomats: Women in the Peace Corps
Time Magazine
March 19, 2012

Americans Are More Generous Than We Think
Time Magazine
January 5, 2012

Remembering Pearl Harbor
The Washington Times
December 6, 2011

The Best Recession Protection: Education
Time Magazine
November 29, 2011

America's jobless ask: Where's the recovery?
The Hill
July 21, 2011

All Americans Need 401(k) Loan Insurance
Roll Call
June 7, 2011

Statement on the passing of Matthew K. Fong, American Patriot and National Leader
ElaineLChao.com
June 2, 2011

A Day of Reckoning for Public Pensions: The bills are due, the coffers are empty
The Christian Science Monitor
October 1, 2010

Another Unhappy Labor Day
The Wall Street Journal
September 2, 2010

How to Get America Back to Work
The Daily Beast
January 10, 2010

Where the Workers Are
Wall Street Journal
December 9, 2003

A Return to Prosperity is Light Years Away if we Follow Obama's Road map
McClatchy-Tribune News Service
September 7, 2009

Left-Wing Proxy Playz
The Washington Times
August 16, 2009

Obama Tries to Stop Union Disclosure
The Wall Street Journal
May 6, 2009

Topic A—The Next 100 Days
The Washington Post
April 26, 2009

Topic A—The Employee Free Choice Act
The Washington Post
April 12, 2009

Anti-Trade Agenda a Real Economy Killer
The Chicago Tribune
April 10, 2009

Two Steps Back on Labor Rights
The Wall Street Journal
March 21, 2009

Our Workers Deserve Secret Ballots
Wall Street Journal
January 14, 2009

Will Obama's Labor Department Help or Hinder Recovery?
The Wall Street Journal
January 1, 2009

The Coming Assaults on America's Competitiveness
Townhall Magazine
December 1, 2008

Defining Democracy Down
The Wall Street Journal
July 20, 2007

Secret Ballot Under Fire for American Worker
The Chicago Tribune
March 1, 2007

Rescuing Your Retirement (co-authored with John Snow and Carlos Gutierrez)
New York Times
November 21, 2005

Helping America's Remarkable Workforce Meet its Challenges
Des Moines Register
September 27, 2005

Utilize Some Well-Trained Talent; Give a Returning Veteran a Job
Atlanta Journal-Constitution
September 5, 2005

Honoring Promises Made to Workers
Seattle Post-Intelligencer
February 15, 2005

We Must Win Fight Against AIDS
Augusta Chronicle
November 29, 2004

New Overtime Rules Protect U.S. Workers
Kansas City Star
August 24, 2004

Women Becoming a Powerful Voice
Miami Herald
March 15, 2004

Challenges in Africa
Louisville Courier-Journal
February 1, 2004

A Chance for Health Care Coverage
Lexington Herald-Leader
September 1, 2003

The IRS v. The People—Chapter 11 "Why the Flat Tax Will Boost Charitable Giving"
The Heritage Foundation
1999

Speeches

Conferral Ceremony of National Taiwan Ocean University Keelung—October 16, 2016

American Action Forum Panel on Social Commerce—November 19, 2015

Taipei Economic and Cultural Office in New York—March 2, 2012

Speech at National Maritime Day Celebration, Baltimore, Maryland, May 22, 2008

Workforce Innovations 2007, Kansas City, Missouri—July 17, 2007

U.S. Merchant Marine Academy Alumni Foundation Dinner, New York, New York, September 27, 2006

Speech at National Maritime Day, Propeller Club, Washington, D.C.; May 22, 2006

Speech at Women Entrepreneurship in the 21st Century; April 3, 2003

1989

International Business Association, Long Beach, California; February 24, 1989

1988

Women's Propeller Club of New York, New York; January 14, 1988

American Association of Port Authorities, San Francisco, CA; September 13, 1988

National Export Traffic League of New York; September 23, 1988

National Customs Brokers and Forwarders Association of America Washington, D.C., September 27, 1988

Western Cargo Conference, Vancouver, B.C.; October 7, 1988

National Transportation Industrial League, Dallas, Texas; November 16, 1988

1987

Computer—Aided Operations Research Center (CAORF) Privatization Ceremony Rings Point, New York; May 16, 1987

The Propeller Club, Port of New Orleans, New Orleans, LA; May 23, 1987

Admiral King's Farewell Washington, D.C.; June 5, 1987

WWS Ports and Terminals Conference New York, NY; June 18, 1987

Society of Marine Consultants (Delivered for Elaine L. Chao by Patricia A. Connell); October 6, 1987

1986

National Conference of State Legislators, Anchorage, Alaska; May 31, 1986

Seminar on U.S. International Liner Trades, Cambridge, Massachusetts; June 4, 1986

Gulf Regional Meeting of USMMA Alumni Houston, Texas; June 21, 1986

National Defense Transportation Association, Tampa, Florida; October 1, 1986

Maritime Administrative Bar Association Washington, D.C.; November 13, 1986

17. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

2001

January 24—Committee on Health, Education, Labor and Pensions
Confirmation as Secretary of Labor

March 6—Senate Subcommittee on Labor, HHS, Education Appropriations
Ergonomics rule

April 25—Senate Subcommittee on Labor, HHS, Education Appropriations
Ergonomics

October 16—House Committee on Education and the Workforce
Economic Recovery and Assistance to Workers

2002

February 6 and 7—House Committee on Education and the Workforce
ENRON collapse: implications for worker retirements

February 13—House Subcommittee on Labor, HHS, Education Appropriations
FY 2003 budget request

March 21—Senate Subcommittee on Labor, HHS, Education Appropriations
 FY 2003 budget request
 April 18—Senate Committee on Health, Education, Labor and Pensions
 Ergonomics
 May 8—House Subcommittee on Labor, HHS, Education Appropriations
 FY 2003 budget request

2003

February 5—Senate Committee on Small Business
 Association Health Plans
 February 12—House Education and the Workforce
 Economic Recovery and WIA Reforms
 March 5—House Committee on Small Business
 Association Health Plans
 March 12—House Committee on Ways and Means
 FY 2004 budget request
 April 9—Senate Subcommittee on Labor, HHS, Education Appropriations
 FY 2004 budget request
 April 10—House Subcommittee on Labor, HHS, Education Appropriations
 FY 2004 budget request

2004

January 20—Senate Subcommittee on Labor, HHS, Education Appropriations
 Overtime regulations
 February 12—House Subcommittee on Labor, HHS, Education Appropriations
 FY 2005 budget request
 March 4—House Committee on Ways and Means
 FY 2005 budget request
 April 28—House Committee on Education and the Workforce
 Overtime regulations

2005

March 5—Senate Subcommittee on Labor, HHS, Education Appropriations
 FY 2006 budget request
 March 16—House Committee on Ways and Means
 FY 2006 budget request
 March 17—House Subcommittee on Labor, HHS, Education Appropriations
 FY 2006
 October 18—Senate Committee on the Judiciary (with Secretary Chertoff)
 Immigration reform

2006

February 16—House Subcommittee on Labor, HHS, Education Appropriations
 FY 2007 budget request
 April 6—House Committee on Education and the Workforce (with Secretary Spellings)
 American Competitiveness

2007

March 28—Senate Subcommittee on Labor, HHS, Education Appropriations
 FY 2008 budget request
 April 26—House Subcommittee on Labor, HHS, Education Appropriations
 FY 2008 budget request

2008

March 6—House Subcommittee on Labor, HHS, Education Appropriations
 FY 2009 budget request
 May 7—Senate Subcommittee on Labor, HHS, Education Appropriations
 FY 2009 budget request

2009

January 21—House Republican Forum on President Obama's Labor Agenda

18. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

I believe my background makes me well suited to be U.S. Secretary of Transportation. My previous government service, including serving as U.S. Secretary of